Statement of Work for the ICD-10 Remediation Project of the MD DHMH MMIS

Assumptions
1. The underlying goal for this project is to remediate the current MMIS for ICD-10 implementation by the October 1, 2013, deadline. Based on DHMH's initial work, efforts within this statement of work (SOW) will utilize the CMS General Equivalency Mappings (GEMs) to convert ICD-10 codes to ICD-9 codes. DHMH has determined that this approach to utilize the CMS GEMs should be the most economical method by using the GEMs crosswalk to minimize changes to MMIS.
2. ICD-10 will be required for certain interfaces, and submitted ICD-10 code values will have to be available to communicate with providers and stakeholders; however, the intent is to use the crosswalked ICD-9 code values within MMIS claims, encounters, and preauthorization processes and policies.
3. The full implementation of ICD-10 will be handled in the new Medicaid Enterprise Restructuring Project MMIS that will be structurally designed to fully incorporate ICD-10.
4. The work plan and statement of work submitted by CSC to DHMH may undergo revisions after the project has started and more detail on the level of effort is collected.

1. *Initiation Phase*

1.1. Project Kickoff Meeting
CSC will conduct a project kick-off meeting with key DHMH Health Care Financing (HCF) staff within one business day of the Notice to Proceed (NTP) to discuss:
- Project scope
- Overview of work to be accomplished
- Draft project work plan
- Draft project timeline
- Deliverables and their acceptance criteria
- Draft milestones for completing each phase

1.2. Weekly Status Meetings and Reporting
CSC will conduct a weekly status meeting with the DHMH Project Manager to report on project status. Project Status Report shall contain, at a minimum: the work accomplished for reported time period, expectations for next time period, percentage complete for each tasks, and issues tracking. The report will be in the same format as the Project Status Report for EDITPS\MMIS project but will be a separate report.

1.3. Monthly Status Reporting

After the Project Management Plan has been delivered to DHMH, CSC will maintain it and work plan. CSC will deliver updated plans to the DHMH Project Manager monthly.

CSC shall submit the following reports monthly:

- Financial Tracking report
- MBE report
- Change Service Request\Problem Incident (CSR\PIR) report

1.4. Joint Application Development Session

CSC will conduct interviews and working sessions to identify impact of:

1.4.1. Accepting and storing submitted ICD-10 diagnoses and procedures on in-bound transactions while maintaining internal ICD-9 diagnoses and procedures.

1.4.2. Developing crosswalk or General Equivalency Mappings (GEMs) to identify issues for codes that do not map one to one.

1.4.3. Sending stored ICD-10 diagnoses and procedures on out-bound transactions.

1.5. ICD-10 Data Collection Point

CSC will use a DHMH-provided configuration management tool to contain all the custom code modules and all the supporting documentation that will make up the ICD-10 Remediation.

1.6. Deliverable and acceptance criteria

All deliverables will be deemed complete when DHMH has signed off on the deliverable following the mutually agreed upon deliverable review process.

2. Planning Phase

2.1. Develop Project Management Plan

2.1.1. CSC will deliver an updated Project Management Plan within 60 days of the NTP to include at a minimum:

- Project scope
- Project schedule
- Work Breakdown Schedule (WBS)
- Risk management plan
- Subsidiary plans, as necessary, including:
  o Change management
  o Configuration management
  o Communication management

2.2. CSC will conduct weekly meetings with DHMH stakeholders to review the Project Management Plan for accuracy and to keep it current.

2.3. **Milestone** DHMH reviews and approves the Project Management Plan using the deliverable review process.

3. Requirements Phase

3.1. Perform Impact Analysis

   3.1.1. Impact on agencies
   CSC will review documentation, agreements, and interfaces between Health Care Financing offices and other State and local agencies. A review of medical and operational policies, business process workflows, and operating procedures will be conducted to identify ICD-10 impacts. An inventory of the business impacts will be developed for implementation planning purposes. An inventory of business enhancements will be created based on output from the ICD-10 implementation strategy work sessions.

   3.1.2. Impact on systems
   CSC will review system design documents and programs to identify all current uses of ICD-9 diagnoses; determine where ICD-10 will be received and sent; determine appropriate location of crosswalks or GEMs; determine impact on online access; determine whether ICD-10 will be carried in the reference file or separate database; and determine how it will be accessed.

   3.1.3. Impact on Trading Partners
   CSC will interview DHMH staff and obtain identification of all Trading Partners by reviewing provider file, current interfaces, agreements and MOU, system design documentation, and programs.

3.2. Evaluate current DHMH policy on GEMS and non-GEMS ICD-10 codes.
   CSC will evaluate the completed DHMH crosswalks or GEMS of ICD-10 to ICD-9 and ICD-9 to ICD-10 codes.

3.3. Evaluate current environment, policy, and processes

   3.3.1. CSC will review and document the current state of applications, systems, business processes, and system components and their use of ICD-9 codes.

   3.3.2. CSC will analyze the impact of the use of the ICD-9 codes in these applications, systems, business processes, and system components.

   3.3.3. CSC will document the changes required to transition from ICD-9 to ICD-10 with a focus on key tasks for compliance.

3.3.4. CSC will engage external vendors and interfacing departments to determine current status in support of ICD-10 transition activities.

3.4. *Create Functional Requirements document*
CSC will create a Functional Requirements document that will include: functional process requirements, data requirements, system interface requirements, and non-functional or operational requirements.

3.5. *Create Test Plan*
3.5.1. During the Initiation, Planning, and Requirement Phases, the CSC Testing Team will establish an ICD-10 specific strategy and individual plans for each one of the major types of testing to be performed during ICD-10 Implementation testing:
- System Integration Testing (SIT)
- Regression Testing
- Performance Testing
- External Testing
- User Acceptance Testing (UAT)

3.5.2. The CSC Testing Team will be involved in a number of testing design work activities including:
- Development of Business, System, and Data Test Requirements
- Identification of ICD-10 Test Conditions
- Identification of Required Test Scenarios and Test Cases
- Development of Test Cycle Calendar
- Design Test Data Extraction and Generation Process
- Design ICD-10 Test Environments
- Design ICD-10 Specific Test Processes
- Refinement of Test Plans

3.5.3. CSC will document the ICD-10 Remediation Test Plan that will include the scope, content, methodology, sequence, management of, and responsibilities for test activities.

3.6. *User Acceptance*
3.6.1. **Milestone:** DHMH reviews and approves the Functional Requirements document using the deliverable review process.

3.6.2. **Milestone:** DHMH reviews and approves the Test Plan using the deliverable review process.

4. Design Phase
4.1. *CSC will develop the implementation strategy and plans using the approved Functional Requirements document as the starting point.*

4.1.1. CSC will meet with DHMH HCF staff and other key stakeholders to document and define the impact on policy and operating procedures.

4.1.2. CSC will develop and provide the technical strategy for incorporating ICD-10 after meeting with DHMH HCF staff and reviewing system documentation for each MMIS subsystem.

4.1.3. CSC will define the overall remediation approach. This design will identify each MMIS subsystem and interface that will be remediated and define how it will be remediated. The design will also include any new components or processes that will have to be developed to implement ICD-10 along with the existing ICD-9 diagnoses and procedures.

4.1.4. CSC will develop the Detailed System Design document for the remediation of the MMIS for ICD-10.

4.1.5. CSC will develop the Detailed Development Plan including identification of subsystems to be remediated and testing requirements.

4.1.6. CSC will develop the Policy and Procedure Plan to identify business processes to be modified or new ones developed and policies that will need to be updated or changed.

4.1.7. CSC will develop the Implementation Plan including identifying key milestone, deliverable, and testing dates.

4.1.8. CSC will develop revisions to the claims and encounter billing instructions documents and other transaction type (i.e. pre-authorizations and TPL) documents.

4.1.9. CSC will provide assistance to DHMH when they develop the Provider Notification and Training Plan for changes to billing and other transaction-type instructions.

4.2. *User Acceptance*
4.2.1. **Milestones:** DHMH will review and approve the following documents and plans using the approved deliverable review process:
- System Design document
- Detailed Development plan
- Policy and Procedure plan
- Implementation plan
- Billing Instruction and other transaction document(s)

5. Development Phase
5.1. *Software Development*

5.1.1. Claims Development
CSC will assess configure the programs and DB tables for necessary changes based on previous findings in the requirements phase. Additional analysis will include any additional programming, JCL changes, and additional changes to the DB2 database to support ICD-10 implementation.

5.1.2. Encounter Development
CSC will configure the current programs and DB tables for necessary changes based on previous findings in the requirements phase. Additional analysis will include any additional programming, JCL changes, and additional changes to the DB2 database to support ICD-10 implementation.

5.1.3. Reporting and Database Development
CSC will configure the current reporting programs and DB tables for necessary changes based on previous findings in the requirements phase. Additional analysis will include any additional programming, JCL changes, and additional changes to the DB2 database to support ICD-10 implementation.

5.2. Policy Development
5.2.1. Develop Policy Updates
CSC will work with DHMH OHS team to review current policies, develop or change policies that will support ICD-10 implementation, and identify policies that will become requirements for areas within the Software Development tasks. This also includes assessing the CMS GEMS ICD-10 code mappings for application to existing ICD-9 diagnose and procedure codes to insure proper interpretation, impact to billing instructions, and requirements for areas within the Software Development tasks.

5.2.2. Develop Non-GEMS ICD-10 code mapping
CSC will work with DHMH OHS team to review ICD-10 codes that do not have corresponding ICD-9 mapping. CSC will develop an overall method for handling Non-GEMS ICD-10 codes that will help further define Software Development tasks.

5.3. Process Development
5.3.1. Define Business Process Flows
CSC will identify current business process flows and identify the specific processes that will be impacted by ICD-10 changes that will support the implementation of ICD-10 code sets.

5.3.2. Identify and Implement Process Improvements

CSC will assess the defined business process flows and recommend reengineered business process flows that will support the implementation of ICD-10 code sets.

5.4. User Acceptance

5.4.1. CSC will submit the following two deliverables for DHMH sign off in the Development Phase.

5.4.2. **Milestone:** DHMH will approve a progress checkpoint using the approved deliverable review process. DHMH will sign an approval form to acknowledge that CSC has submitted all deliverables and is on schedule to date on the project work plan.

5.4.3. **Milestone:** DHMH will approve the ICD-10 Remediation Solution using the approved deliverable review process. Upon approval, CSC will move the solution to the DHMH UAT Environment.

6. Testing Phase

6.1. Conduct Internal Testing- System Integration Testing

6.1.1. CSC will verify both success and failure business paths are exercised in a variety of combinations. These include claims submissions containing all ICD-9 codes to verify the same processing outcomes. Results are achieved and compared against the processing environment prior to ICD-10 upgrade, with a mix of ICD-9 and ICD-10 claims submissions, and with ICD-10 only claims submissions. To include:

- Verifying the creation of MMIS ICD-10 codes
- Verifying the creation of Encounter ICD-10 codes
- Validating the test scripts and test cases.

6.1.2. CSC will verify the provider reimbursement impact associated with mapping ICD-10 submitted claims back to ICD-9 during the ICD-10 transition period. The objective is to verify that the ICD crosswalk and mappings provide for revenue neutral provider reimbursement or matches any DHMH approved differences.

6.1.3. The CSC Testing Team will consider if the steps defined within the ICD-10 compliant business process flows make sense from a user perspective and whether the user interfaces are supportive of the activity.

6.1.4. CSC will perform regression testing after all system integration testing is complete and will include the functionality of all in-scope applications and

business processes. It is a final verification that the system produces the expected results after modifications have been applied to the application.

6.1.5. CSC will process CSRs\PIRs with the current Change Management system. The incidents and changes discovered during internal testing will be handled by using the DHMH provided change management system.

6.2. Conduct External Testing

6.2.1. CSC will work with DHMH to determine which Trading Partners groups will be used to conduct testing. CSC recommends using a broad range of Trading Partners during external testing.

6.2.2. CSC will conduct and review results of external testing with Trading Partners. CSC will verify both success and failure business paths are exercised in a variety of combinations, including claims submissions containing all ICD-9 codes to verify the same processing outcomes and results are achieved as compared against the processing environment prior to ICD-10 upgrade, mix of ICD-9 and ICD-10 claims submissions, and ICD-10 only claims submissions.

6.2.3. CSC will conduct and review results of external testing with external interfaces. CSC will verify both success and failure business paths are exercised in a variety of combinations. These include claims submissions containing all ICD-9 codes to verify the same processing outcomes. Results are achieved and compared against the processing environment prior to ICD-10 upgrade, with a mix of ICD-9 and ICD-10 claims submissions, and with ICD-10 only claims submissions.

6.2.4. CSC will process CSRs\PIRs with the current Change Management system. The incidents and changes discovered during external testing will be handled by using the DHMH-provided Change Management system.

6.3. Conduct User Acceptance Testing (UAT)

6.3.1. *DHMH* will verify both success and failure business paths are exercised in a variety of combinations, including claims submissions containing all ICD-9 codes to verify the same processing outcomes and results are achieved as compared against the processing environment prior to ICD-10 upgrade, mix of ICD-9 and ICD-10 claims submissions and ICD-10 only claims submissions.

6.4. User Acceptance

6.4.1. **Milestone:** DHMH will evaluate and approve the internal and external testing using the approved deliverable review process. Upon receiving UAT sign off, CSC will proceed with the implementation of the ICD-10 Remediation solution.

7. Implementation Phase

The objective of this phase is to deploy the ICD-10 solution to the production environment and to monitor the environment to ensure remediation is occurring as outlined in the implementation plan.

7.1. *Provider Notification* – CSC will provide assistance to DHMH when they notify the provider community of the availability of ICD-10 remediation in production.

7.2. *Implement System Changes* – CSC will deploy the ICD-10 compliant business processes, custom applications, job schedules and data into the production environment.

7.3. *Monitor ICD-10 codes – submission and receipt* – CSC will conduct internal quality assurance audits to verify that the ICD-10 remediation is working properly. All findings and statistics will be reported on the Monthly Performance report that is submitted as a deliverable on the EDITPS\MMIS Support and Maintenance contract.

7.4. *Monitor communications with Trading Partners* – CSC will conduct internal quality assurance audits to verify that Trading Partner communication is working properly. All findings and statistics will be reported on the Monthly Performance report that is submitted as a deliverable on the EDITPS\MMIS Support and Maintenance contract.

7.5. *Monitor payments to providers* – CSC will conduct internal quality assurance audits to verify that payment to providers is working properly. All findings and statistics will be reported on the Monthly Performance report that is submitted as a deliverable on the EDITPS\MMIS Support and Maintenance contract.

7.6. *User Acceptance*
   7.6.1. **Milestone:** DHMH will evaluate and approve the solution as ICD-10 compliant using the approved deliverable review process.

8. Training Phase

8.1. *Create training for DHMH Operators* – CSC and DHMH will determine the extent of training DHMH staff during the Planning Phase of the project. CSC will use existing resources to create the Training Plan.

8.2. *Train DHMH Operators* – CSC and DHMH will determine the extent of training DHMH staff during the Planning Phase of the project. CSC will use existing resources to execute the Training Plan.

8.3. *Providers and other stakeholder's training* - DHMH will determine the extent of training to be offered to providers and other stakeholders during the Planning

Phase of the project. CSC will use existing resources to execute the Training Plan.

9. Support and Maintenance Phase

9.1. Process CSRs\PIRs

9.1.1. CSC's business analysts, senior computer programs, and testers will use the existing DHMH change management system to support end users, make changes, or to repair any incidents.

9.1.2. A monthly report will be submitted by CSC to indicate progress on all CSRs\PIRs.

9.2. Maintain ICD-10 codes

9.2.1. CSC's medical subject matter expert will review all ICD-10 material released by CMS, and provide DHMH with the updated the ICD-10 codes for review and approval, as necessary.

9.2.2. CSC's technical writer will update all changes to the ICD-10 documentation library.

9.3. Conduct audits of ICD-10 codes

9.3.1. CSC's business analysts and medical subject matter experts will review the existing ICD-10 codes to ensure that the codes are mapped properly.

9.3.2. CSC's technical writer will update the results of the reviews to the ICD-10 documentation library.

9.4. Update policies and procedures

9.4.1. CSC's business analyst will continually review DHMH policies and procedures to determine where efficiencies can be made.

9.4.2. CSC's business analysts, developers, and testers will update the code to reflect changes in updated policy and procedure.

9.4.3. CSC's technical writer will document all updates to the ICD-10 documentation.

9.5. Maintain documentation

9.5.1. CSC will maintain and update the Operator and User's guides for the ICD-10 Project.

9.5.2. CSC will deliver to DHMH a monthly performance report to track the numbers of ICD-10 codes remediated.

ID		Task Name	Duration	Start	Finish	Predecessors
1		ICD-10 Remediation Project	652 days	Tue 11/1/11	Wed 4/30/14	
2		Initiation Phase	652 days	Tue 11/1/11	Wed 4/30/14	
3		Project Kickoff Meeting	1 day	Tue 11/1/11	Tue 11/1/11	
4		Weekly Status Meetings	652 days	Tue 11/1/11	Wed 4/30/14	
5		Submit Weekly and Monthly Status Reports	652 days	Tue 11/1/11	Wed 4/30/14	
6		Conduct Interviews and Working Sessions	30 days	Wed 11/2/11	Tue 12/13/11 3	
7		Create ICD-10 data collection point	2 days	Wed 11/2/11	Thu 11/3/11 3	
8		Planning Phase	652 days	Tue 11/1/11	Wed 4/30/14	
9		Develop Project Management Plan	66 days	Tue 11/1/11	Tue 1/31/12	
10		WBS, Scope, Schedule, and Risk	66 days	Tue 11/1/11	Tue 1/31/12	
11		Create subsidiary plans (Risk, Change, Communication, Issue, Quaility, Human Resource.	66 days	Tue 11/1/11	Tue 1/31/12	
12		Milestone: DHMH sign off on PMP	0 days	Tue 1/31/12	Tue 1/31/12 11	
13		Update PMP and work plan	652 days	Tue 11/1/11	Wed 4/30/14	
14		Requirements Phase	110 days	Tue 11/1/11	Mon 4/2/12	
15		Perform Impact Assessment	60 days	Tue 11/1/11	Mon 1/23/12	
16		Identify impacts on agencies (DDA, MHA, Dental, etc.)	3 mons	Tue 11/1/11	Mon 1/23/12	
17		Identify impacts on systems (MMIS, external interfaces)	3 mons	Tue 11/1/11	Mon 1/23/12	
18		Identify impacts on trading partners	1.5 mons	Fri 12/9/11	Thu 1/19/12	
19		Evaluate DHMH progress on GEMS and non-GEMS ICD-10 codes	3 mons	Tue 11/1/11	Mon 1/23/12	
20		Evaluate current environment, policy, and processes	3 mons	Tue 11/1/11	Mon 1/23/12	
21		Create Functional Requirements Document	32 days	Thu 12/1/11	Fri 1/13/12	
22		Business Process Description	1 mon	Thu 12/1/11	Wed 12/28/11	
23		Business Process Model	1 mon	Mon 12/19/11	Fri 1/13/12	
24		Milestone: Functional Requirements Document sign off by DHMH	0 days	Fri 1/13/12	Fri 1/13/12 23	
25		Create Test Plan	50 days	Tue 1/24/12	Mon 4/2/12 20	
26		Development of Test Scripts and Test Cases	2.5 mons	Tue 1/24/12	Mon 4/2/12	
27		Milestone: Test Plan sign off by DHMH	0 days	Mon 4/2/12	Mon 4/2/12 26	
28		Design Phase	100 days	Mon 1/16/12	Fri 6/1/12	
29		Develop Implementation Strategy/Plan	100 days	Mon 1/16/12	Fri 6/1/12	
30		Define Impact on Policy and Procedures	3 mons	Mon 1/16/12	Fri 4/6/12 24	
31		Technical Strategy By System	3 mons	Mon 1/16/12	Fri 4/6/12 24	
32		Define Remediation Approach	2 mons	Mon 4/9/12	Fri 6/1/12 31	
33		Update Billing Instructions	3 mons	Mon 1/16/12	Fri 4/6/12 31,30	
34		Provider Notification	5 days	Thu 3/1/12	Wed 3/7/12	
35		Milestone: Design & Policy and Procedure Documents sign off by DHMH	0 days	Fri 6/1/12	Fri 6/1/12 32	
36		Milestone: DHMH sign off on initial Implementation Plan	0 days	Fri 6/1/12	Fri 6/1/12 32	
37		Development Phase	334 days	Tue 1/24/12	Fri 5/3/13	
38		Software Development	120 days	Mon 4/9/12	Fri 9/21/12	
39		Claims Development	6 mons	Mon 4/9/12	Fri 9/21/12 31	
40		Encounter Development	6 mons	Mon 4/9/12	Fri 9/21/12 31	
41		Reporting and Database Development	6 mons	Mon 4/9/12	Fri 9/21/12 31	

ID	Task Name	Duration	Start	Finish	Predecessors
42	Policy Development	220 days	Tue 1/24/12	Mon 11/26/12	
43	Develop Policy Updates	3 mons	Mon 6/4/12	Fri 8/24/12	35
44	Develop non-Gems ICD-10 code mapping	11 mons	Tue 1/24/12	Mon 11/26/12	19
45	Milestone: DHMH sign off on progress checkpoint	0 days	Mon 7/2/12	Mon 7/2/12	
46	Process Development	240 days	Mon 6/4/12	Fri 5/3/13	
47	Define business process flows	6 mons	Mon 6/4/12	Fri 11/16/12	35
48	Identify and Implement Process Improvements	6 mons	Mon 11/19/12	Fri 5/3/13	47
49	Milestone: Deliver ICD-10 Remediation Solution to UAT Environment	0 days	Fri 9/21/12	Fri 9/21/12	38
50	Testing Phase	210 days	Mon 9/24/12	Fri 7/12/13	
51	Conduct Internal Testing	80 days	Mon 9/24/12	Fri 1/11/13	49
52	Verify creation of MMIS ICD-10 transactions	4 mons	Mon 9/24/12	Fri 1/11/13	
53	Verify creation of Enocunter ICD-10 transactions	4 mons	Mon 9/24/12	Fri 1/11/13	
54	Validate Test Cases and Reporting	4 mons	Mon 9/24/12	Fri 1/11/13	
55	Process CSRs\PIRs	4 mons	Mon 9/24/12	Fri 1/11/13	
56	Conduct External Testing	130 days	Mon 1/14/13	Fri 7/12/13	51
57	Determine trading partner groups that will be used to test	2 wks	Mon 1/14/13	Fri 1/25/13	
58	Conduct and review results of external testing with trading partners	6 mons	Mon 1/28/13	Fri 7/12/13	57
59	Conduct and review results of external testing with external interfaces	6 mons	Mon 1/28/13	Fri 7/12/13	57
60	Process CSRs\PIRs	6.5 mons	Mon 1/14/13	Fri 7/12/13	57
61	Milestone: DHMH sign off on Implementation Plan	0 days	Wed 5/1/13	Wed 5/1/13	51
62	Milestone: User Acceptance sign off by DHMH	0 days	Fri 7/12/13	Fri 7/12/13	58,59
63	Implementation Phase	87 days	Mon 6/3/13	Tue 10/1/13	
64	Provider Notification	30 days	Mon 6/3/13	Fri 7/12/13	62
65	Implement System Changes	5 days	Mon 7/15/13	Fri 7/19/13	62
66	Monitor ICD-10 codes - submission and receipt	52 days	Mon 7/22/13	Tue 10/1/13	65
67	Monitor Communications with trading partners	52 days	Mon 7/22/13	Tue 10/1/13	65
68	Monitor payments to providers	52 days	Mon 7/22/13	Tue 10/1/13	65
69	Milestone: ICD-10 Compliant sign off by DHMH	0 days	Tue 10/1/13	Tue 10/1/13	68
70	ICD-10 Training	40 days	Mon 7/15/13	Fri 9/6/13	
71	Create Training for DHMH Operations	30 days	Mon 7/15/13	Fri 8/23/13	62
72	Train DHMH Operations	10 days	Mon 8/26/13	Fri 9/6/13	71
73	Support and Maintenance Phase	151 days	Wed 10/2/13	Wed 4/30/14	
74	Process CSRs\PIRs	151 days	Wed 10/2/13	Wed 4/30/14	69
75	Maintain ICD-10 codes	151 days	Wed 10/2/13	Wed 4/30/14	
76	Conduct Audits of ICD-10 codes	151 days	Wed 10/2/13	Wed 4/30/14	
77	Update Policies and Processes	151 days	Wed 10/2/13	Wed 4/30/14	
78	Update Documentation	151 days	Wed 10/2/13	Wed 4/30/14	